

CONFIDENTIAL

DDI #04591-85

17 October 1985

MEMORANDUM FOR: Executive Director

FROM: Deputy Director for Intelligence

SUBJECT: Agency Secretarial Task Force Report

REFERENCE: Memo for DDI, et al, same subj., dtd 11 Oct 85

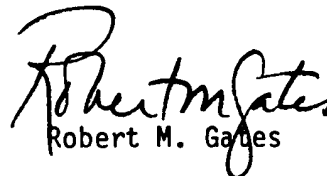
1. The report by your Secretarial Task Force is a long over-due, extremely important step forward. In the spirit of the "Search for Excellence", I think it very important that the Task Force created a plan of action, rather than simply an intellectual study of the problem.

2. I consider two features of this report to be fundamental to the improvement of this Agency's secretarial profession:

- Incentives for managers and secretaries to enrich the secretarial positions across the board.
- Pay the secretaries for both attributes and performance.

3. As important as this plan is in fact, there clearly are major personnel and attitudinal hurdles to overcome. Use of an outside consultant with experience in the personnel field is an excellent way to vet the Task Force Report and to ensure that we have surfaced all of the problems with this approach before we undertake it. One remaining concern for me is the annual salary of Level I secretaries who will be newly hired by the Agency. The Report's improvements to the secretarial profession, including pay scale, are vital to maintaining an experienced, professional work force. But we do not want to create economic incentives for secretaries to not join CIA; our entry pay level has to be competitive with the rest of US Government, which will stay on the GS schedule, as well as private industry.

4. Although we have discussed the progress of the Report many times, an ExCom meeting specifically to deal with the issue is attractive. Such a meeting will offer all present to endorse our future plans for our secretarial work force, which happens to be one of our most critical elements.


Robert M. Gates



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SUBJECT: Agency Secretarial Task Force Report

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11 October 1985

Executive Registry
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85- 3928

MEMORANDUM FOR: Deputy Director for Administration
Deputy Director for Intelligence ✓
Deputy Director for Operations
Deputy Director for Science & Technology

FROM : Executive Director

SUBJECT : Agency Secretarial Task Force Report

1. After consulting with each of you, I convened a Task Force in early June to develop ideas for an improved approach to motivating and managing our secretarial/clerical work force. The Task Force's report, reflecting much consideration, discussion, and a great deal of hard work, is attached.

2. My charge to the group was to give us a specific proposal which would:

- help us keep those of our secretaries who wish to stay in the secretarial profession;
- enhance the capabilities and experience of our secretaries, give them a stronger sense of involvement in the Agency's mission, and create a real secretarial career;
- encourage professional attitudes about the importance of secretarial work;
- help the Agency do high quality work, recognizing in particular the continuing impact of office automation.

3. More specifically, I sought from the Task Force a system which would:

- "smooth" the secretarial career pyramid to eliminate the career deadend which comes to too large a percentage of today's GS-7 secretaries;
- tie secretarial compensation more closely to performance;
- accomplish this without significant cost increase;
- be administered uniformly across the Agency, with due regard for particular problems and needs.

4. The Task Force recommends that we move our current secretarial/clerical population [] at grades 4-11 whom we pay \$12,862 to 34,292) into a different management structure with these major characteristics:

- (a) Four basic levels - Trainee, Secretary, Senior Secretary, and Executive Secretary (estimated salary range - \$12,862 to \$37,499) in place of today's 8-level system.

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- (b) Enhanced management flexibility. After initial validation of Senior and Executive Secretary positions by PMCD, the four Directorates would deploy secretaries in response to requirements as needed, with the important proviso that no more than 20 percent of a Directorate's secretaries will be at the Executive Secretary level, and no more than 30 percent will be at the Senior level, at any one time. PMCD's role is intended to move from individual position review to assisting management to establish specific jobs at specific levels--always provided that the percentage limitations are respected. This gives us the capability both to increase the responsibilities of our secretaries as required as well as to adapt to future changes in the secretarial position fostered by such external factors as automation, etc.
- (c) A firm requirement to accomplish certain specified training goals, as a prerequisite for promotion from level to level. Ultimately this will help improve the capability of our people. Of particular significance will be certain Directorate-specified requirements for the kind of experience necessary to move from Level III to IV. For example, in the E Career Service I believe we should seek, as a future prerequisite, a broad range of experience for promotion to Level IV.
- (d) Longer time-in-level requirements, to help give us more experienced and seasoned people.
- (e) Use of annual cash performance awards to recognize high levels of performance by individual secretaries. The present system of Quality Step Increases will be eliminated.
- (f) Annual Office-level panel review of performance and promotion possibilities at levels I and II, and Directorate-level review for annual performance awards or promotion for Senior and Executive Secretary level personnel.

5. Taking everything into account, the Task Force proposes the possibility of additional responsibility and remuneration beyond the journeyman level to about three times as many secretaries as under the present system. This sounds generous, though the overall cost compared to our present payroll is small. There are, however, offsetting factors. First, some former secretaries who previously opted for various para-professional roles will likely seek to return to the secretarial career track. Second, in return for more opportunity we will ask a good deal more of our future senior secretaries. In particular, we will appreciably slow the rate at which some individuals now move up in the system. This should yield a more experienced and better trained secretarial work force. Slower promotion rates for "fast track" people will, however, to some extent be offset by the proposed bonus program, which will allow us to reward the best performers at every level annually. In the last analysis, only experience will tell us whether we have built a program with the right balance of responsibilities and rewards.

6. Each of the Task Force members has made, at considerable sacrifice, a major contribution in helping the group meet its goals. Although I still have questions about aspects of the report, I am well pleased with the overall result. I know that each of you will have comments on the final product and suggestions for further adjustments. I would like written comments from each of you on the proposal by October 16, the contents of which will help me determine if an EXCOM meeting is required. Assuming that no insurmountable problems are uncovered, I will plan shortly thereafter to ask that the consultant study contemplated by the Task Force be launched, with the expectation that we will reach a final decision before the end of the year.

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Att

cc: DDCI

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ACIS - 1543/85
15 October 1985

MEMORANDUM FOR: Deputy Director for Intelligence

FROM:

[REDACTED]

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Chief, Arms Control Intelligence Staff

SUBJECT: Agency Secretarial Task Force Report

REFERENCE: Memo for DDI, et al, same subj., dtd 11 Oct 85

1. This memorandum responds to this morning's request by your secretary to review the reference (on left) and write a memorandum for you to send back to the Executive Director.

2. Attached (Tab I) is a memorandum for you to sign to satisfy the request.

3. In preparing this response, I used the extensive feedback (both positive and negative) which [REDACTED] I received during our work on the Task Force. (I have a six-inch file of copies and memos if you care to see it.) The one remaining problem worth attention at your level now--the pay levels for newly-hired secretaries who come into the Agency at Level I--is recognized by the Task Force, by OP and PMCD, and by the Executive Director. D/OCR has read these memos and concurs.

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4. If there is anything further we can do to assist you here, please call and let me know. [REDACTED]

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[REDACTED]

[REDACTED]

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